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California Emergency Function Guidance

STATE EMERGENCY PLAN EMERGENCY FUNCTIONS

California Emergency Management Agency (Cal EMA)

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I. Overview

A. Introduction

The State Emergency Plan (SEP) establishes the California Emergency Functions (CA-EFs) as a key component of California's system for all-hazards emergency management. The California Emergency Management Agency (Cal EMA) initiated the development of the CA-EFs in cooperation with California's emergency management community including federal, state, tribal, and local governments, public/private partners and other stakeholders to ensure effective collaboration during all phases of emergency management. The development of the CA-EFs involves organization of the participating stakeholders and gradual development of emergency function components. This development also includes a process to maintain each of the CA-EFs as a permanent component of California's emergency management system.

This document provides:

- An introduction, description and overview of the CA-EFs.
- Guidance on developing the CA-EFs.
- A description of the Annex Workbook that stakeholders will use to develop an annex for each of the CA-EFs.

This document also contains the following appendices:

- Appendix A: List of Acronyms
- Appendix B: Glossary
- Appendix C: List of References
- Appendix D: List of Cal EMA Advocates, Facilitators and Technical Advisors
- Appendix E: CA-EFs and Multi-Agency Coordination System (MACS)
- Appendix F: Frequently Asked Questions

B. Description of California Emergency Functions

As described in Section 13 of the SEP, the CA-EFs consist of seventeen primary activities deemed essential to addressing the emergency management needs of communities in all four phases of emergency management.

Based upon authorities and responsibilities, a lead agency has been designated for the development of the state government level CA-EFs. As the CA-EFs development expands to include other stakeholders from the emergency management community, the CA-EFs will determine a governance structure. The governance structure should be developed with the administrative direction of Cal EMA and be flexible to allow for the participation of future stake holders.

1. California Emergency Functions and Lead Agencies

The CA-EFs and respective Lead Agencies are identified in Table 1.

Table 1 California Emergency Functions and Lead Agencies

Emergency Function	Lead Agency
Transportation	Business Transportation and Housing Agency
Communications	State and Consumer Services Agency
Construction and Engineering	State and Consumer Services Agency
Fire and Rescue	Cal EMA
Management	Cal EMA
Care and Shelter	Health and Human Services Agency
Resources	State and Consumer Services Agency
Public Health and Medical	Health and Human Services Agency
Search and Rescue	Cal EMA
Hazardous Materials	California Environmental Protection Agency
Food and Agriculture	Department of Food and Agriculture
Utilities	Resources Agency
Law Enforcement	Cal EMA
Long-Term Recovery	State and Consumer Services Agency / Business, Transportation and Housing Agency
Public Information	Cal EMA
Evacuation	Business, Transportation, and Housing Agency
Volunteer and Donations Management	California Volunteers

2. Scope and Role of the California Emergency Functions

Each CA-EF is a collaborative body of state agencies and departments and other stakeholders with similar functional responsibilities and common goals that:

- Facilitates knowledge sharing, learning, and consensus building.
- Prepares for, cohesively responds to, effectively mitigates and recovers from the effects of an emergency.
- Integrates and standardizes emergency management activities.
- Participates in the multi-disciplinary executive level MAC Groups.
- Create discipline specific EF MAC Groups.
- Engages in the process for the development and support of mutual aid and other forms of assistance.
- Recommends and supports changes to improve California's emergency management system.

The CA-EF is not:

- A state government entity or political subdivision of the state.
- Responsible to assume, replace or conduct all or part of budgeted government program activities.
- An authority that assumes emergency response command and control responsibilities.
- Responsible to manage or assume control of all or part of the Standardized Emergency Management System (SEMS).

3. Role of the California Emergency Functions in All Phases of Emergency Management

The CA-EFs are designed to support all phases of emergency management – mitigation, preparedness, response and recovery. Phase activities could include:

a. Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. This is achieved through risk analysis, which results in information that provides a foundation for mitigation activities that reduce risk. Mitigation activities for CA-EFs include:

- Identifying stakeholders and engaging them in the development and maintenance of the CA-EFs.
- Completing a vulnerability assessment and prioritizing actions to reduce vulnerabilities within the scope of the CA-EF.

- Collaborating to pool CA-EF resources to prevent hazards and reduce vulnerability (e.g. leveraging funding, resources and people).
- Developing strategies and processes to prevent or reduce the impact of events and reduce the need for response activities.
- Supporting the State Hazard Mitigation Plan.
- Implementing additional activities determined by the CA-EF during annex development.

b. Preparedness

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response. Preparedness activities for CA-EFs include:

- Utilizing the Cal EMA designed template, to develop a CA-EF Functional Annexes to the SEP containing a concept of operations, plans and supporting agreements.
- Establish decision-making and communication processes for the CA-EFs.
- Identifying stakeholder roles, responsibilities and statutory authorities.
- Initiating and overseeing pre-emergency planning and coordination activities.
- Establishing procedures for activation of MAC Groups.
- Conducting resource inventories, categorizing resources, establishing agreements for acquiring needed resources, managing information systems, and developing processes for mobilizing and demobilizing resources with the CA-EF stakeholders.
- Planning for short-term and long-term emergency management and recovery operations.
- Integrating After Action Reports (AAR) and Corrective Action Planning (CAP) into the CA-EF Annex and exercise process.
- Conducting regular CA-EF meetings and training events.
- Supporting coordination for incident prioritization, critical resource allocation, integration of communications systems and information coordination.
- Implementing additional activities determined by the CA-EF during annex development.

c. Response

Response includes activities that address the short term, direct efforts of an incident. Response includes the execution of emergency operations plans and of mitigation activities outlined to limit the loss of life, personal injury, property damage and other unfavorable outcomes. Response activities for CA-EFs include:

- Providing discipline-specific subject matter expertise for all activities within the Emergency Operations Center (EOC). The CA-EF Coordinator provides subject matter recommendations and guidance involving its members.
- Facilitating assistance from support agencies.
- Providing resource request processing guidance to EOC Sections.
- Providing recommendations on the appropriate use of resources.
- Providing expertise regarding the procedures, processes and methods for obtaining resources.
- Providing assistance in acquiring and processing discipline-specific intelligence and information.
- Coordinating with CA-EFs within other SEMS EOC levels.
- Providing linkages to discipline specific MAC Groups and providing
 - Intelligence and information regarding the emergency to assist in setting priorities and objectives.
 - Detailed information on scarce resources, resource allocation and inventory.
- Preparing recommendations during the development of AARs.
- Implementing additional activities determined by the CA-EF during annex development.

d. Recovery

The aim of the recovery phase is to restore the affected area to its previous state. It differs from the response phase in its focus; recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed. Recovery activities for CA-EFs include:

- Supporting activities by assigning recovery roles and responsibilities to Emergency Functions members.

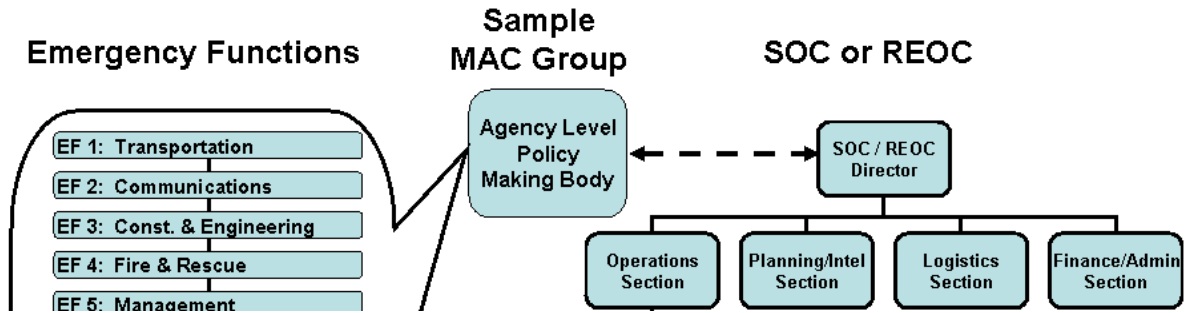
- Working with other CA-EFs to organize rapid needs assessment teams to prevent duplication of efforts.
- Support efficient activation and sufficient staffing of Local Assistance Centers with CA-EF members.
- Implementing additional activities determined by the CA-EF during annex development.

C. The State Operations Center (SOC), Regional Emergency Operations Center (REOC), and the California Emergency Functions

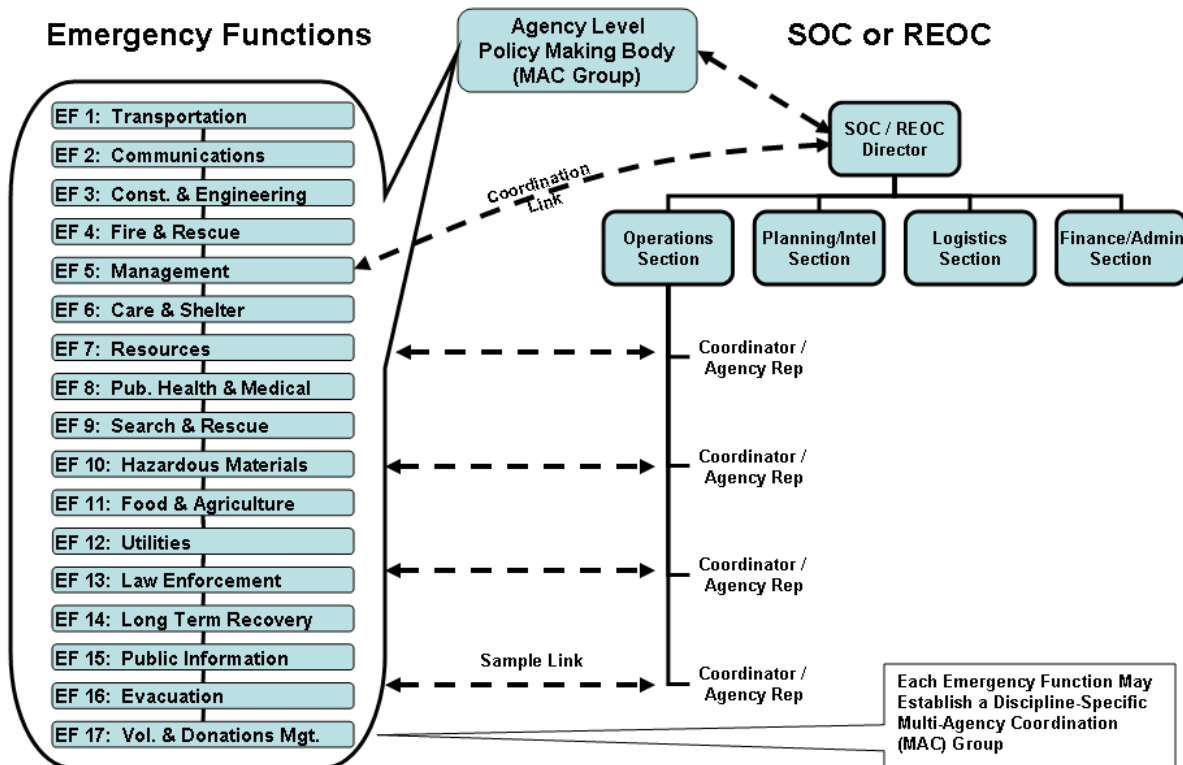
During an activation of the SOC or REOC, a CA-EF may assign one or more coordinators to assist in coordinating and supporting its activities. These coordinators will work closely with all members of the Operations Section which could include state, federal and tribal governmental entities, Non-Governmental Organizations (NGOs), public/private partners, or other subject matter experts.

At the Field level of SEMS, the Operations Section carries out the tactical activity of the Incident Action Plan. In an EOC the Operations Section (EF Coordinators, Agency Representatives, other subject matter experts) provide support and coordination as needed to those who carry out the tactical activity.

EF-SOC-REOC Interface



EF-SOC-REOC Interface



Revised 4/1/09

The CA-EF Coordinator:

- Collects, analyzes, evaluates and verifies emergency situation status and information regarding their discipline.
- Reviews, evaluates and recommends the appropriate assignment of resources regarding their discipline.

- Provides guidance in the processes for requesting and receiving resources.
- Coordinates with other CA-EF coordinators at other SEMS levels.
- Provides the link to the discipline specific CA-EF and any issues or matters regarding the CA-EF.

The CA-EF Coordinator supports the activities of the SOC/REOC Sections that have responsibility for emergency response in the Operations Section.

II. Emergency Functions Development Guidance

Cal EMA, working with each of the stakeholders, will facilitate the initiation, long-term implementation and maintenance of the CA-EFs. Each CA-EF is developed by a Working Group consisting of members of the emergency management community that have responsibility for activities during all phases of emergency management.

A. Goal of the California Emergency Functions Development Process

The development goal of the CA-EFs is to create annexes to the SEP. Each CA-EF Annex should contain a mission statement and concept of operations for all phases of emergency management with policies, protocols and procedures and an emergency resource directory.

B. California Emergency Function Stakeholders

Each CA-EF represents an alliance of stakeholders who possess common interests and share responsibility for emergency management. The CA-EFs bring together members of the emergency management community to collaboratively prepare for, effectively mitigate, cohesively respond to and effectively recover from an emergency. The roles of CA-EF stakeholders are described below.

1. California Emergency Function Lead Agency for the Government Level

Based upon authorities and responsibilities, a lead agency has been designated for the development of the state government level CA-EFs. The lead agency is responsible to facilitate the development, maintenance, and implementation of the CA-EFs, with input and assistance from the stakeholders.

2. Supporting State Agencies and Departments

Additional stakeholders include other state agencies and departments that can roles assist in the development of the CA-EFs. These supporting stakeholders have responsibilities in assisting with the coordination of all phases of emergency management.

3. Emergency Management Community

As described in the SEP, the CA-EFs will also involve other stakeholders from the emergency management community. As the organization and governance structure is created, planning should allow for the future participation of these stakeholders (e.g. local, federal and tribal governments, public/private partnerships, and non-governmental organizations/community based organizations).

4. Federal Agencies

As described in the National Response Framework (NRF) the federal government organizes much of its resources and capabilities under 15 Emergency Support Functions (ESF). ESFs have been developed and organized for the purpose of providing federally controlled resources to state and federal agencies during the response and recovery phases of an emergency. With the exception of Evacuation, and Volunteer and Donations Management, the CA-EFs correspond to the Federal ESFs (refer to table in Exhibit 13.1 of the SEP). The developers of each CA-EF should plan for federal partners to be CA-EF stakeholders in the future.

C. Responsibilities of the Lead Agencies and the Working Groups

1. Lead Agency Responsibilities

The lead agency will work to achieve the following when developing the CA-EFs:

- Identify and engage stakeholders in development and implementation.
- Develop a Working Group of stakeholders.
- Assist in the development and maintenance of the CA-EF.
- Assist Working Group to establish the governance structure for the CA-EF.
- Assist in the identification of stakeholder authorities to guide the activities of the CA-EF.
- Ensure that CA-EF components do not conflict with or exceed agency/department authorities or conflict with the SEP or SEMS.
- Integrate the CA-EF into the all phases of emergency management.

2. Working Group Responsibilities

The Working Group members:

- Provide input to the development process based on authorities and capabilities.
- Attend Working Group meetings.
- Prepare CA-EF annex components.
- Identify potential process improvements and provide input to Cal EMA.
- Develop and maintain a CA-EF annex to the SEP.
- Identify capabilities and resources of each stakeholder to create and maintain resource directories.

III. California Emergency Functions Development Process and Tools

A. California Emergency Functions Annex Workbook

Cal EMA has developed the CA-EF Annex Workbook to guide the initial development of the CA-EF Annexes. The Workbook is a template that ensures a consistent level of development and standardization among annexes. Working Groups will be able to complete the workbook to document the specific aspects of their CA-EF structure. The Annex Workbook will enable each Working Group to:

- Describe the CA-EF.
- Develop a Mission and Vision Statement for the CA-EF.
- Identify stakeholders that will participate in the maintenance and operation of the CA-EF.
- Compile information regarding the statutory authorities, administrative orders, executive orders, plans, policies and other authorities or regulations for stakeholders.
- Create and document the governance structure, decision-making process and work groups.
- Develop a Concept of Operations for roles and responsibilities for all phases of emergency management.
- Identify requirements for creation of materials in Step 2 of the development process, as explained below.

B. Suggested Steps for Development of the California Emergency Functions

It is recognized that the development of the CA-EF will be a continuous process that will take time, resources and consensus building to reach the objectives described. Therefore, Cal EMA has developed an approach as described below:

1. Step 1: Initial Development

Step 1 will include the following:

- Identification of potential state agency and department stakeholders and other emergency management community stakeholders.
- Formation of Working Groups to participate in CA-EF Annex development.

- Clarification of authorities, orders, regulations, roles and responsibilities of stakeholders.
- Identification of critical activities within the CA-EF.
- Development of a governance structure and decision-making process for the CA-EF.
- Development of a Concept of Operations for the CA-EF that reflects the CA-EF's role in all phases of emergency management.
- Preparation of a draft annex to the SEP.

2. Step 2: Details Regarding Operations and Resources

During Step 2, each CA-EF Working Group will further develop and refine its CA-EF through the following actions:

- Identifying gaps or needed agreements (such as interagency agreements, mutual aid agreements, and contracts).
- Developing procedures and systems for all phases of emergency management including: Standard Operating Procedures, operational readiness modes, trigger points for mobilization/demobilization, maintenance schedules for the Annex, meeting schedules, training needs for stakeholders and EF Coordinators at the SOC/REOC.
- Developing protocols and procedures for member communication. Identify primary and secondary means of communication establishing redundancy in systems and the method and templates for notification of stakeholders during incidents.
- Identifying resources that CA-EF member agencies provide; and begin the process for identification of CA-EF resource typing and preliminary Emergency Resource Directory development.
- Identifying procedures and policies for EF discipline specific MAC Groups.
- Modifying the draft CA-EF annex to incorporate these elements.

3. Step 3: Long-Term Development and Maintenance

Long-term activities for the CA-EF include the following:

- Maintaining CA-EF organizational momentum.
- Expanding stakeholders beyond state agencies and departments and revise the governance and decision-making processes accordingly.

- Creating agreements to fill gaps identified in Step 2.
- Completing resource typing, the inventory process, and the Emergency Resource Directory and create maintenance schedule to update the directory.
- Continuing to refine the annex, associated procedures, and other tools.
- Designing training and exercise for stakeholders and EF Coordinators in the SOC/REOC.
- Developing After-Action Reports and implement appropriate corrective actions.

C. California Emergency Management Agency Responsibilities and Support

The Cal EMA is the delegated authority by the Governor to implement the Emergency Services Act (ESA) and perform executive functions assigned by the Governor to support and enhance all phases of emergency management. This includes the promulgation of guidelines and assignments to state government and its political subdivisions to support the development of California's emergency management system.

State-Level Emergency Coordination: During a state of war emergency, a state of emergency, or a local emergency where state assistance is required, the Cal EMA Secretary coordinates the emergency activities of all state agencies in connection with such emergency and has the authority to use any state government resource to fulfill mutual aid requests or to support emergency operations. Cal EMA operates the California State Warning Center (CSWC) 24 hours per day to receive and disseminate emergency alerts and warnings. When needed, the SOC and REOCs are activated to coordinate emergency management information and resources.

1. Development and Maintenance

- For the development and maintenance of the CA-EFs, Cal EMA is responsible for the following:
- Ensuring the long-term consistency and integrity of the CA-EFs development process and CA-EF implementation.
- Ensuring that the CA-EFs development process and the implementation of CA-EFs are consistent with the SEP and applicable state laws and requirements.
- Ensuring the effective integration of the CA-EFs process into the emergency management system of California.

- Monitoring the CA-EF development process, resolving problems, and identifying and implementing potential process improvements.
- Monitoring the implementation of CA-EFs during all phases of emergency management and working with coordinating agencies to identify potential improvements.
- Collecting and maintaining a library of all CA-EF annexes and supporting documents.
- Serving as lead agency for those functions identified in Table 1 as being the responsibility of Cal EMA.

2. California Emergency Management Agency Support

To support the lead agencies in developing and maintaining the CA-EFs, Cal EMA has developed an Advocacy Team comprised of management and technical staff to support the development process and ensure consistency of the annexes. Support categories are described below and a list of Cal EMA staff for each category is provided in Appendix D.

- Advocates

Executive-level managers from Cal EMA will act as advocates for each function. These advocates can request participation from state agencies and departments and other emergency management community stakeholders that may be needed to fully develop a CA-EF. The advocates can also resolve high-level policy issues that may arise.

- Facilitators

Management-level personnel from Cal EMA will facilitate meetings, including scheduling, maintaining minutes, and arranging space, if necessary.

- Technical Advisors

Cal EMA staff with subject matter expertise in the respective functional areas and emergency management will be available to review draft documents to ensure consistency with SEMS, state policies and other plans and documents.

Appendix A: Acronyms

Below is a list of acronyms that applies to all of the CA-EF Annex Workbook elements.

AAR	After-Action Report
Cal EMA	California Emergency Management Agency
CA-EF	California Emergency Function
DOC	Departmental Operations Centers
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
ESF	Emergency Support Function
MACS	Multi-Agency Coordination System
MAC Group	Multi-Agency Coordination Group
NRF	National Response Framework
REOC	Regional Emergency Operations Center
SEMS	Standardized Emergency Management System
SEP	State Emergency Plan
SOC	State Operations Center

Appendix B: Glossary

Below is a list of terms specific to the California Emergency Functions and their definition:

Assistance-by-Hire Agreement: Written or oral agreement (contract) between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment materials, and other associated services with reimbursement to the assisting or supporting agency. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA): An agreement entered into by and between the State of California, its various departments and agencies, and the various political subdivisions, municipal corporations, and public agencies of the State of California to assist each other by providing resources during an emergency. Mutual Aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other in response to any type of disaster or emergency.

Cal EMA California Emergency Function Advocate: CalEMA executive level contacts regarding maintenance of their Assigned California Emergency Function(s).

Cal EMA California Emergency Function Facilitator: CalEMA Managers who participate in the California Emergency Function development and maintenance processes.

Cal EMA California Emergency Function Technical Advisor: CalEMA technical advisors who advise the California Emergency Function on all phases of emergency management.

California Emergency Functions (CA-EFs): The California Emergency Functions are a grouping of state agencies, departments and other stakeholders with similar functional activities/responsibilities which lend themselves to improving the state's ability to collaboratively prepare for, effectively mitigate, cohesively respond to, and rapidly recover from any emergency. CA-EFs unify a broad-spectrum of stakeholders with various capabilities, resources and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the state government to support regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.

Cooperative Agreement: A special agreement with the federal government in which there is a general public benefit, as opposed to a specific benefit accruing only to the contracting federal agency. In the realm of emergency preparedness and response a cooperative agreement that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment materials, and other associated services. The agreement may contain provisions for the sharing of resources on a mutual aid basis for a defined period of

time with reimbursement (assistance-by-hire) if the defined mutual aid time period is exceeded. The agreement may authorize the signatories to share facilities, communications systems, training classes, caches, etc. In these instances, a separate facility use agreement, cost sharing agreement, etc. may be required by the overarching cooperative agreement. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident while addressing other areas of mutual support that enables the signatories to achieve cost savings, operational efficiencies, mutual benefits, etc.

Cost Sharing Agreement: Written or oral agreement (contract) between and among agencies/organizations and/or jurisdictions that specify how costs relative to unified operations, unified command incidents, shared facilities, etc. are shared between the signatories. They may be stand alone agreements or included as a part of a facility use agreement, interagency agreement, cooperative agreement, etc.

Emergency Function Annex: An addition to the State Emergency Plan containing information relative to the California Emergency Functions that is dynamic and subject to frequent updates. Such information may include Emergency Function descriptions, documents, forms, composition, etc.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Resource Directory (ERD): A directory containing information on agency or organization personnel emergency certifications and qualifications, and vendor and support organization supplies, equipment, etc. that may be needed during an emergency. Supplies and equipment can include such items as potable water tenders, portable toilets, heavy equipment, prepared meals, bulk foodstuffs, cots, rental office trailers, etc. To the extent possible and when appropriate, equipment should be typed by capability according to a common and accepted typing schematic. Emergency resource directories should only include those items likely to be needed by the preparing agency or organization in the performance of their duties and should not attempt to include everything that may be needed in any emergency.

Facility Use Agreement: Written or oral agreement (contract) between and among agencies/organizations and/or jurisdictions that provides for the shared use of a facility such as an office, emergency operations center, fire station, communications site, or training facility. The agreement enables the signatories to achieve cost savings, operational efficiencies, mutual benefits, etc. These agreements generally include a cost sharing component.

Goal: A goal consists of a projected state of affairs which a person or a system plans or intends to achieve or bring about - a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines.

Governance Structure: The set of processes, customs, policies, laws and institutions affecting the way an organization is directed, administered or controlled. Organizational governance also includes the relationships among the many stakeholders involved and the goals for which the organization is governed. The principal stakeholders are the constituents, management and the board of directors or governing body. Other stakeholders include employees, suppliers, customers, banks and other lenders, regulators, the environment and the community at large.

Hierarchal Organization Chart: An organization chart reflecting the orderly line of authority (chain of command) within the ranks of an organization.

Interagency Agreement: An agreement between two or more state agencies (Government Code §§ 11256 - 11263; State Contracting Manual 3.03). In the realm of emergency preparedness and response, it is an agreement that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment materials, and other associated services. The agreement may contain provisions for the sharing of resources on a mutual aid basis for a defined period of time with reimbursement (assistance-by-hire) if the defined mutual aid time period is exceeded. The agreement may authorize the signatories to share facilities, communications systems, training classes, caches, etc. In these instances, a separate facility use agreement, cost sharing agreement, etc. may be required by the overarching cooperative agreement. The primary objective is still to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident while addressing other areas of mutual support that may enable the signatories to achieve costs savings, operational efficiencies, mutual benefits, etc.

Memorandum of Understanding (MOU): A document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action. It most often is used in cases where parties either do not imply a legal commitment or in situations where the parties cannot create a legal enforcement agreement. It is a more formal alternative to a gentlemen's agreement. According to the California Department of General Services, it is a contract.

Mission Statement: A mission statement is a brief statement of the purpose of a company or organization. The intention of a mission statement is to keep members and users aware of the organization's purpose. A mission statement tells you what the company or organization is now. It concentrates on the present; defines the customer(s) and critical processes and it informs you about the desired level of performance.

Mobilization Center: An off-emergency location where emergency services personnel and equipment may be temporarily located, pending assignment to emergencies, release, or reassignment.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling and transporting resources.

Multi-Agency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC groups may also be known as multi-agency committees, emergency management committees, or as otherwise defined by the emergency management system. It can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-Agency Coordination System(s) (MACS): Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation and communications systems including facilities, equipment, personnel, procedures, and communications. These systems assist agencies and organizations responding to an incident.

Mutual Aid Agreement Pursuant to California Disaster and Civil Defense Master Mutual Aid (MMAA): Written or oral agreement (contract) pursuant to the MMAA between the various political subdivisions of the state on a local, operational area or regional basis that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment and other associated materials without reimbursement to the assisting or supporting agency. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Objective: A specific action or set of actions designed to achieve a specific goal. An objective should be **SMART** (**S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime bounded).

Office of Emergency Services (OES): The former Governor's Office of Emergency Services was renamed the California Emergency Management Agency (CalEMA) by statute and merged with the California Office of Homeland Security.

Operational Readiness Modes (Levels): Pre-established levels based on thresholds or “trigger points” at which a defined increased level of readiness is activated. Most organizations use three to four levels of increased readiness and may include seasonality (e.g. floods, wild land fires, heat events, cold events, etc.) as a difference between the first and second levels of a four level operational readiness system. Operational readiness

modes can be set for items such as dispatch levels, MACS readiness modes, recall of personnel, activation of emergency operations centers, etc.

Operations Guide: A ready reference that is easy to carry in the field which extracts key information, procedures, or policies, from an operations manual or manuals.

Operations Manual: A manual containing all the policies, procedures and work instructions that make up the way an organization carries out all the functions in the organization. Ideally an operations manual will contain all the information required for new and existing employees to access materials related to training, reviewing and improving skill-sets.

Plan of Work: A written document containing the strategic goal(s) of an entity along with the objectives, work tasks, necessary actions assigned person or work group responsible for completion, and target completion date for achieving each strategic goal. The plan of work must be approved by the entity's governing body.

Staging Area: Established near an incident for the temporary location of available resources. A Staging Area can be any location near an incident in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedures (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Strategic Planning: An organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including **SWOT** analysis (**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats) and **PEST** analysis (**P**olitical, **E**conomic, **S**ocial, and **T**echnological analysis) or **STEER** analysis involving (**S**ocio-cultural, **T**echnological, **E**conomic, **E**cological, and **R**egulatory factors).

Vision Statement: A brief statement outlining what a company or organization wants to be. It concentrates on the future; it is a source of inspiration; it provides clear decision-making criteria.

Appendix C: List of References

The following table contains a list of references pertaining to the CA-EF and the locations of the references.

Document	Date	Organization	Link
State Emergency Plan	February 5, 2009 (Draft)	California Emergency Management Agency	http://www.oes.ca.gov/WebPage/oeswebsite.nsf/Content/79FCE3912398FA168825740F0060CE32?OpenDocument
Foundation for the Standardized Emergency Management System	January 2009	California Emergency Management Agency	http://www.oes.ca.gov/WebPage/oeswebsite.nsf/ClientOESFileLibrary/Plans%20and%20Publications/\$file/SEMS_Foundation.pdf
National Incident Management System	December 2008	U.S. Department of Homeland Security	http://www.fema.gov/emergency/nims/
National Response Framework and Emergency Support Function Annexes	January 2008	U.S. Department of Homeland Security	http://www.fema.gov/emergency/nrf/

Appendix D: List of Cal EMA Advocacy Team

State Emergency Plan Emergency Function Advocacy Team							
Item	California Emergency Function	Federal Emergency Support Function	Lead State Agency Rep	Supporting Agency Reps	CalEMA Advocate (Executive Level)	CalEMA Facilitator(Manager Level)	Technical Advisor (Coord. Level)
1	Transportation	ESF #1 Transportation	BTHA Rep(s)		Tom Maruyama	Recovery Branch Manager / Designee	Scott Marotte
2	Communications	ESF #2 Communications	CalEMA Rep(s)		Robert Samaan	Communications Manager / Designee	Mark Weber / Vinnie Buehler
3	Construction and Engineering	ESF #3 Public Works and Engineering	CSA Rep(s)		Tom Maruyama	Recovery Branch Manager / Designee	Deb. Vanderzanden / Denise Banker
4	Fire and Rescue	ESF #4 Firefighting; ESF #9 S&R	CalEMA Rep(s)		Steve Sellers/ Tom Maruyama	Fire Branch Manager / Designee	Fire Branch Coord. / Designee
5	Management	ESF #5 Emergency Management	CalEMA Rep(s)		Tina Curry/ Steve Sellers	Moustafa Abou- Taleb / Mark R. Johnson	Bill Weaver / Kristina Moffitt
6	Care and Shelter	ESF #6 Mass Care	HHSA Rep(s)		Tina Curry	Leann Gilmore	Debra Bussard / Michael Hamilton
7	Resources	ESF #7 Resource Support	CSA Rep(s)		Peggy Okabayashi	Lee Dorey	Bill Weaver / Seth Rubenstein

State Emergency Plan Emergency Function Advocacy Team							
Item	California Emergency Function	Federal Emergency Support Function	Lead State Agency Rep	Supporting Agency Reps	CalEMA Advocate (Executive Level)	CalEMA Facilitator(Manager Level)	Technical Advisor (Coord. Level)
8	Public Health and Medical	ESF #8 Pub Health & Med Services	HHS Rep(s)		Tina Curry	LeAnn Gilmore	Craig Cusick / Amy Stewart
9	Search and Rescue	ESF #9 Search and Rescue	CalEMA Rep		Steve Sellers	Fire Branch Rep & Law Branch Rep	Fire and Law Branch Rep
10	Hazardous Materials	ESF #10 Oil and HazMat Response	CalEPA Rep(s)		Steve Sellers/ Tom Maruyama	Fire Branch Manager / Designee	HazMat Designee
11	Agriculture	ESF #11 Ag and Natural Resources	CDFA Rep(s)		Tina Curry	LeAnn Gilmore	David LeBlanc / Matt Lee
12	Utilities	ESF #12 Energy	Resources Agency Rep(s)		Kathy McKeever	Tim Wilson	Linda Pryor
13	Law Enforcement	ESF #13 Public Safety; ESF #9 S&R	CalEMA Rep(s)		Tom Maruyama	Law Enforcement Manager / Designee	Law Enforcement Coord. / Designee
14	Long-Term Recovery	ESF #14 Long- Term Comm. Recovery	SCSA Rep(s); BTHA Rep(s)		Tom Maruyama	Recovery Branch Manager / Designee	Denise Banker

State Emergency Plan Emergency Function Advocacy Team							
Item	California Emergency Function	Federal Emergency Support Function	Lead State Agency Rep	Supporting Agency Reps	CalEMA Advocate (Executive Level)	CalEMA Facilitator(Manager Level)	Technical Advisor (Coord. Level)
15	Public Information	ESF #15 External Affairs	CalEMA Rep(s)		Kelly Huston	Office of Public Information Rep	Judy Miller
16	Evacuation	N/A	BTHA Rep(s)		Steve Sellers	Region Manager / Designee	Michael Hamilton
17	Volunteer and Donations Mgmt.	N/A	CalVolunteers Rep(s)		Peggy Okabayashi	Pouneh Tehrani	Sheri Blankenheim / Mark Weber

Appendix E: CA-EF's and Multi-Agency Coordination System (MACS)

A. Multi-agency Coordination System (MACS)

The Multi-agency Coordination System is a system that provides the structures to support coordination for incident prioritization, critical resources allocation, communications systems integration and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MAC System include facilities, equipment, personnel, EOCs and MAC Groups.

1. Multiagency Coordination Groups

MAC Groups can exist at any level of SEMS

Upon activation of the State Operations Center (SOC) or Regional Emergency Operations Center (REOC) the decision will be made to activate a Multiagency Coordination Group (MAC Group) to develop consensus on priorities, resource allocation and response strategies. A MAC Group is comprised of administrators or executives (or their appointed representatives) authorized to commit resources and funds of affected or involved agencies or stakeholders. A formal MAC Group can be especially useful when a particular response problem or issue requires multiagency coordination. Such a group may be established through a temporary ad-hoc arrangement during an emergency or may be developed through pre-event planning (e.g. through Emergency Function preparedness planning activities) working in conjunction with the SOC/REOC Director.

A MAC Group may conduct its activities within the SOC/REOC or at another location; or may also coordinate efforts through conference calls. Whether physically at the SOC/REOC or at another location, the MAC Group should remain linked to the SOC. Priorities and objectives developed through the group should be incorporated into the action plan developed at the SOC/REOC. Objectives and decisions promulgated by the group should be processed through the SOC to assure that all levels within SEMS have been informed.

2. California Emergency Functions Discipline-Specific MAC Groups

Each CA-EF incorporates a discipline specific MAC Group comprised of agency administrators, executives or their designees who are authorized to represent or commit resources and funds for their organization. The CA-EF discipline-specific MAC Group functions focuses on its area of interest and performs the following functions:

- Situation assessment
- Incident priority determination
- Critical resource acquisition and allocation
- Support for relevant incident management policies and interagency activities
- Coordination with other MAC elements
- Coordination with elected and appointed officials
- Coordination of summary information

The members of the discipline-specific MAC Group are those members of the CA-EF with responsibilities for the emergency but may not include the entire membership of the CA-EF.

Appendix F: Frequently Asked Questions

Q: How will the CA-EFs coordinate their efforts and activities between each other to minimize duplication of efforts and maximize success?

A: The Management EF exists to provide coordination and assure collaboration among the CA-EFs. The Management CA-EF will be administered by Cal EMA staff and its membership will include representation from each of the California EFs. Situation analysis, problem solving and decision making efforts will be based on a consensus agreement among the members. Emergency management system technical direction and advice will be provided by the Cal EMA staff.

Q: What is the difference between the discipline-specific resources associated with a particular CA-EF and the Resources CA-EF?

A: Discipline-specific resources are those resources unique to a specific discipline (fire, law, utilities, etc.) for the primary purpose of conducting the emergency activities of a specific discipline. These resources would be under the direct control of a specific discipline and typically not readily available for use by other disciplines.

The Resources CA-EF represents the general resources subject and includes membership from entities that control common personnel, equipment, supplies and facilities that can be used by various emergency disciplines in conducting their activities prepare for, respond to, recover from and mitigate the effects of an emergency. This CA-EF will also be responsible to coordinate the efforts among the CA-EFs in identifying resources by kind and type and the activities in developing and maintaining resource directories. The Resources CA-EF also coordinates those activities for accessing and procuring resources through mutual aid and other assistance agreements, EMAC and federal government resources and mobilizing and pre-positioning resources for anticipated use by emergency incidents.

Q: What is the role of the CA-EF within the SOC and REOC during the response and recovery phases of an emergency?

A: The CA-EFs provide subject matter expertise to assist and advise the SOC and REOC staff in their support and coordinating activities during the response and recovery phases of an emergency. One or more CA-EF Coordinators representing the CA-EFs affected by the emergency will be assigned to the Operation Section of the SOC or REOC to answer questions, provide alternatives and direct issues to appropriate members as necessary.

Q: What are the differences between an Agency Representative and a CA-EF Coordinator?

A: The term Agency Representative is a SEMS Field Level term defined as: A person assigned by a primary, assisting, or cooperating agency that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

A CA-EF Coordinator is similar in that it is a person representing an CA-EF who can provide subject matter expertise to the SOC and REOC Management and Section staff regarding the capabilities and activities of the CA-EF in supporting the emergency and direct questions and issues to the appropriate authority.

Q: How will CA-EFs make activities in the SOC/REOC more efficient?

A: For many situations that arise within the SOC or REOC, an CA-EF Coordinator can provide a single point of contact for accessing intelligence, information, resource capabilities and availability specific to an emergency response and recovery discipline and direct, as necessary, issues and decisions to the responsible agency.

Q: Why are the CA-EFs located in the Operations Section of the SOC/REOC?

A: Under SEMS, the Operations Section within an EOC is the function responsible for accessing emergency incident intelligence, information, resource capabilities and availability to support the needs and coordinate the activities of the emergency responders. This is accomplished through the CA-EF Coordinators who represent the discipline specific subject matter of the responders.

Q: What is the difference between an CA-EF and a MAC Group?

A: California CA-EFs are a group of stakeholders with similar functional activities and responsibilities with the goal of improving the emergency management community's efforts within all phases of emergency management.

A MAC Group is a response phase organization comprised of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. This group provides coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency

policies, and provide strategic guidance and direction to support incident management activities.

Q: How do CA-EFs interact with MAC Groups?

A: California CA-EFs are a primary source for collecting important discipline-specific intelligence that is integrated with other intelligence sources at the appropriate EOC that provides the necessary basis for MAC Group level decision-making, emergency incident priority setting and allocation of scarce resources.

Q: What role will CA-EFs play in SEMS maintenance and compliance?

A: The primary role for overseeing compliance with SEMS lies with Cal EMA. However, each California CA-EF assumes responsibility to ensure that its organization and membership comply with all aspects of SEMS.

Q: Who will compose the membership/stakeholders of the CA-EFs?

A: The CA-EFs are comprised of the emergency management community stakeholders with California that includes state, local, tribal and federal government entities; NGO/community-based and public/private organizations for the purpose of collaborating and cooperating in all phases of emergency management.